
State of Washington Department of Personnel

Human Resource Management Report



October 2009

Managers' Logic Model for Workforce Management



Executive Summary

Department of Personnel

Performance Measure	Status	Action Priority ^e	Comments
PLAN & ALIGN WORKFORCE			
Management profile ^a	15.3% = "Managers"; 14.43% = WMS only	L	WMS control point = 15.6%
% employees with current position/competency descriptions ^b	100.00%	M	Data as of 8/31/2009. All position description forms will be updated and submitted by 8/31/10. Last agency review was completed in 2006.
HIRE WORKFORCE			
Average Time to Hire Funded Vacancies ^c	36.6 avg days to hire (of 6 vacancies filled)	M	OEDS - (3); PSD - (1); ASD - (1); ISD - (1)
Candidate quality ratings ^c	56% of candidates interviewed had competencies needed. 100% mgrs said they were able to hire best candidate.	M	Based upon two hires - 1 - OEDS and 1 - ISD
Hiring balance (% types of appointments) ^c	76% promo; 18% new hires; 0% transfers; 0% exempts; 6% other	L	
Number of separations during post-hire review period ^c	2	L	2 resignations -
DEPLOY WORKFORCE			
Percent employees with current performance expectations ^b	98.60%	H	3 employees out on leave of absence
Overtime usage: (monthly average) ^c	.01 hours (per capita); 0.050 of EEs receiving OT	L	
Sick leave usage: (monthly average) ^c	6.6 hours (per capita)	L	Avg number of days ee out on FMLA 36 days ; number on who continued FMLA via intermittent - 9; Number out on FMLA 15 days or more - 14; number on intermittent FMLA only 10
# of non-disciplinary grievances ^c	0 grievances	NA	
# of non-disciplinary appeals & Dir's Reviews filed ^c	0 appeals, 0 Director's Reviews	L	
DEVELOP WORKFORCE			
Percent employees with current individual training plans ^b	98.60%	L	
REINFORCE PERFORMANCE			
Percent employees with current performance evaluations ^b	98.60%	H	Our Performance Management Team is reviewing all PDP's for FY 10. An interim evaluation will be required and reviewed in February 2010.
Number of formal disciplinary actions taken ^c	0	L	
Number of disciplinary grievances and appeals filed ^c	0 grievances; 0 appeals	L	
ULTIMATE OUTCOMES			
Turnover percentages (leaving state service) ^c	6.10%	L	13 Employees: 4 Retirements and 9 Resignations
Diversity Profile ^a	69% female; 20% people of color; 80% 40+; 9% with disabilities	L	
Employee survey overall average rating ^d	4.1 avg, 181 survey responses	L	

a) Data as of 6/30/09

b) Data as of 6/30/09 or agency may use more current date (if so, please note in the "Comments" section)

c) Data from 7/1/08 through 6/30/09

Management Profile

Agency Priority: Low

WMS Employees Headcount = 31

Percent of agency workforce that is WMS = 14.4%

All Managers* Headcount = 31

Percent of agency workforce that are Managers* = 15.3%

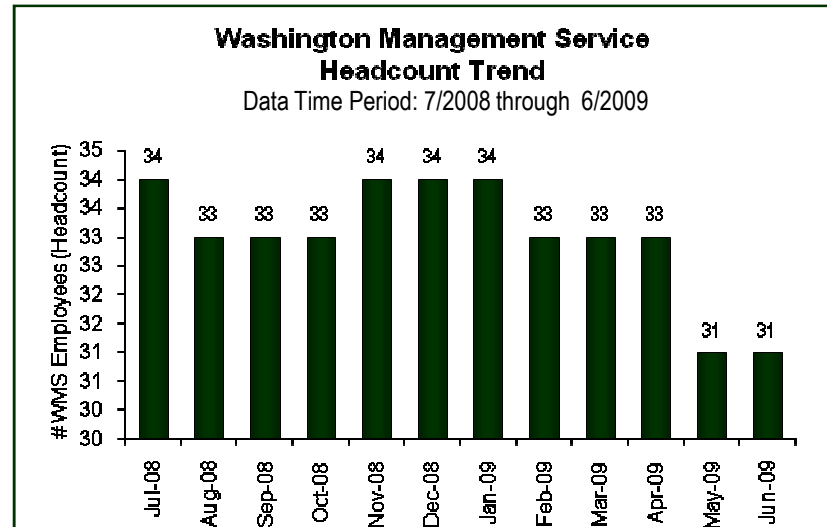
* In positions coded as "Manager" (includes EMS, WMS, and GS)

Analysis:

- WMS Control Point: 15.6%
- This percentage is based upon agency headcount of 215.
- We completed the review of the positions in the Planning and Performance Division.

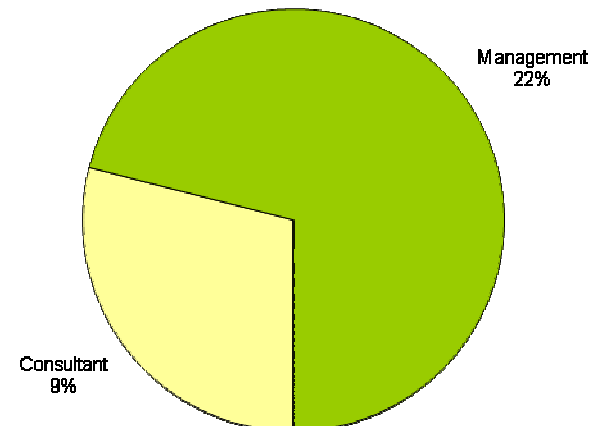
Action Steps:

- Review and update the WMS policies and processes in conjunction with management reform.
 - Who : HR Office staff
 - By when: October 2010



WMS Management Type

Management	22
Consultant	9
Policy	0
Not Assigned	0



Data as of 6/30/09
Source: HRMS/BI

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile
Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Current Position/Competency Descriptions

Agency Priority: Medium

Percent employees with current position/competency descriptions = 100%*

*Based on 211 of 211 filled positions
Applies to employees in permanent positions, both WMS & WGS and EMS

Analysis:

- In conjunction with the performance evaluation cycle, the percentage of position descriptions updated each year is listed below. Please note that in 2006 all position descriptions were updated. Positions descriptions have been updated as needed since then.
 - 2007 = 16%
 - 2008 = 68%
 - 2009 = 34%

Action Steps:

- All positions description forms will be updated and resubmitted in 2010. Program Human Resource Consultant's have drafted suggested changes for some. Supervisor's will have responsibility for updating the form for each position they supervise.
- Emphasis will be placed on ensuring like positions have like requirements.
- This PDF update process will also include incorporating language that identifies the positions we have established as critical for Continuity of Operations Planning.
- Continue to complete the job analysis record for all positions as they become vacant.
- Two positions are currently pending review for reallocation by the HR Office – Financial Services Office and Communications Office

Data as of 9/2009
Source: Agency tracked data

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-hire vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-Hire / Candidate Quality

Agency Priority: Medium

Time-to-Hire Funded Vacancies

Average number of days to hire*:	36.6
Number of vacancies filled:	5

*Equals # of days from the date the hiring supervisor informs the agency HR Office to start the process to fill the position, to the date the job offer is accepted.

Agency Priority: Medium

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = 9 interviewed/5 had comps Percentage = 56%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = 2 Percentage = 100%

Hiring managers indicating "no":

Number = 0 Percentage = 0%

Analysis:

- Candidate Quality numbers based upon two out of six hires –
 - 1 – Organizational and Employee Development Services
 - 1 – Information Services Division
- One position, Organizational and Employee Development Services – Human Resource Consultant 4, exceeded 100 days to fill due to unique skill set needed.
- We implemented the candidate quality survey in January of 2008. We experienced some challenges with capturing the data in e-recruiting, but have been able to manually calculate the data.

Action Steps:

- To increase the return rate of the candidate quality survey, the HR office will notify the Assistant Director whenever the candidate quality survey is not returned by the hiring supervisor.
- The HR office will provide the notification 15 days after the survey has been sent to the supervisor.

Data Time Period: 7/1/2008 to 6/30/2009

Source: Agency tracked data and Candidate Quality Survey

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-hire vacancies

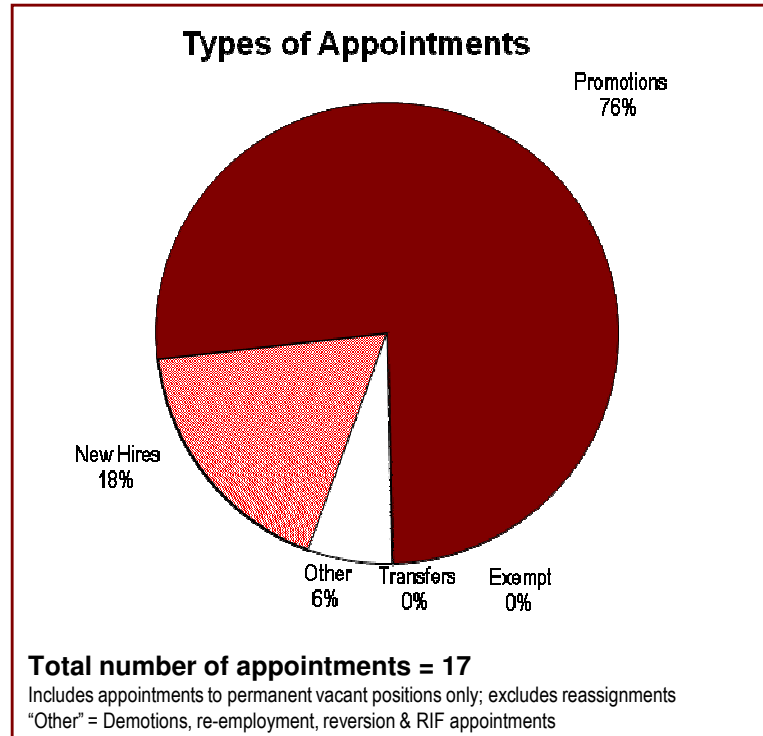
Candidate quality

Hiring Balance
(proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

Agency Priority: Low



Agency Priority: Low

Separation During Review Period	
Probationary separations - Voluntary	0
Probationary separations - Involuntary	0
<i>Total Probationary Separations</i>	<i>0</i>
Trial Service separations - Voluntary	2
Trial Service separations - Involuntary	0
<i>Total Trial Service Separations</i>	<i>2</i>
Total Separations During Review Period	2

Data Time Period: 7/1/2008 through 6/30/09
Source: HRMS/BI

Analysis:

- Hiring Freeze in effect from 8/4/2008 to 6/30/2009
- Organizational and Employee Development Services – 1 trial service separation
- Personnel Services Division – 1 trial service resignation to accept federal employment
- Last year we decided to track non-permanent and acting appointments:
 - 7 Non-permanent
 - 1 WMS Acting

Action Steps:

- None at this time.

Types of Appointments	FY07	FY08	FY09
New Hires	11	27	3
Promotions	22	26	13
Transfers	5	2	0
Exempt	3	2	0
Other	2	7	1
Total Appointments	43	64	17

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

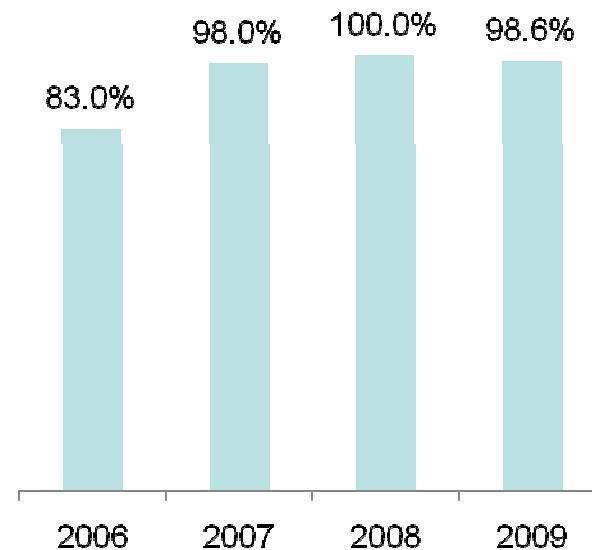
Current Performance Expectations

Agency Priority: High

Percent employees with current performance expectations = 98.6%*

*Based on 209 of 212 reported employee count
Applies to all employees in WMS, WGS and EMS

Percent Employees with Current Performance Expectations



Data as of: 9/09
Source: Agency tracked data

Analysis:

- 3 employees were on a leave of absence during part of the performance period and were unavailable during the PDP completion time frame.
- Last year, employee PDP's were due prior to the supervisors' PDP's. This year, we changed the order in which they were due. This change was well received by employees and helped ensure expectations were cascaded throughout the agency.
- The Performance Management team completed a review of all supervisor expectations and will be reviewing all employee expectations.

Action Steps:

- Review all PDP expectations by 12/31/09.
- All Supervisors will be required to submit interim evaluations by February 26, 2010.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

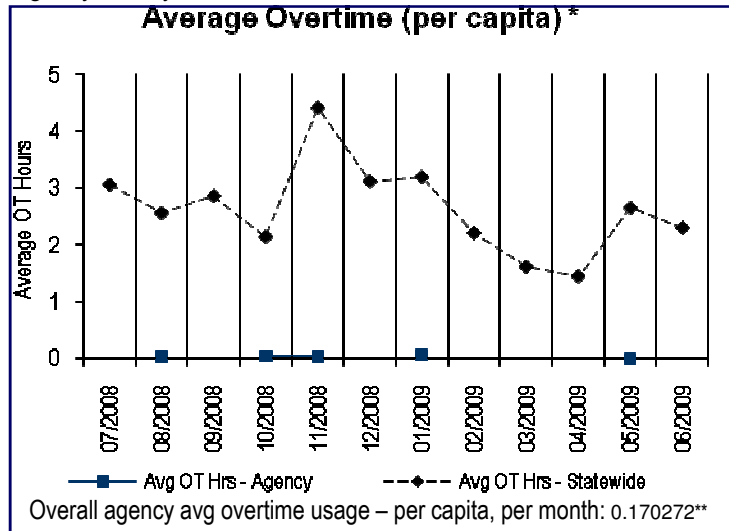
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

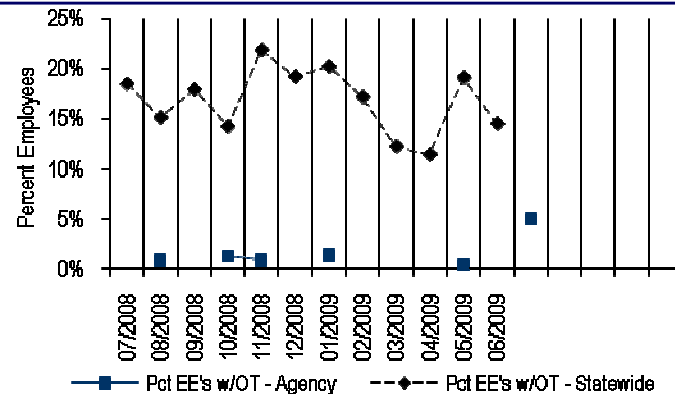
Overtime Usage

Agency Priority: Low



**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months

% Employees Receiving Overtime *



Overall agency avg employees receiving overtime per month: 0.049955 %**

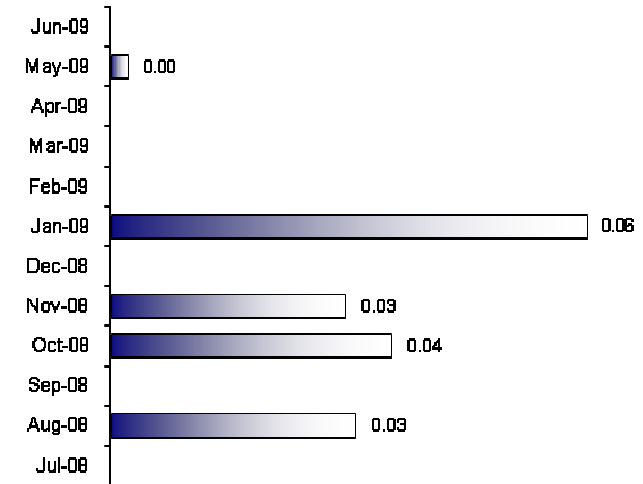
**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

*Statewide overtime values do not include DNR

Data Time Period: 7/1/08 through 6/30/09

Source: HRMS/BI

Overtime Cost - Agency



Analysis:

- Our overtime continues to remain low.
- Supervisors are more aware of monitoring time for all employees, especially our overtime eligible employees since we implemented the timesheet last fall.

Action Steps:

- Supervisors will continue to monitor and pre-approve overtime.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

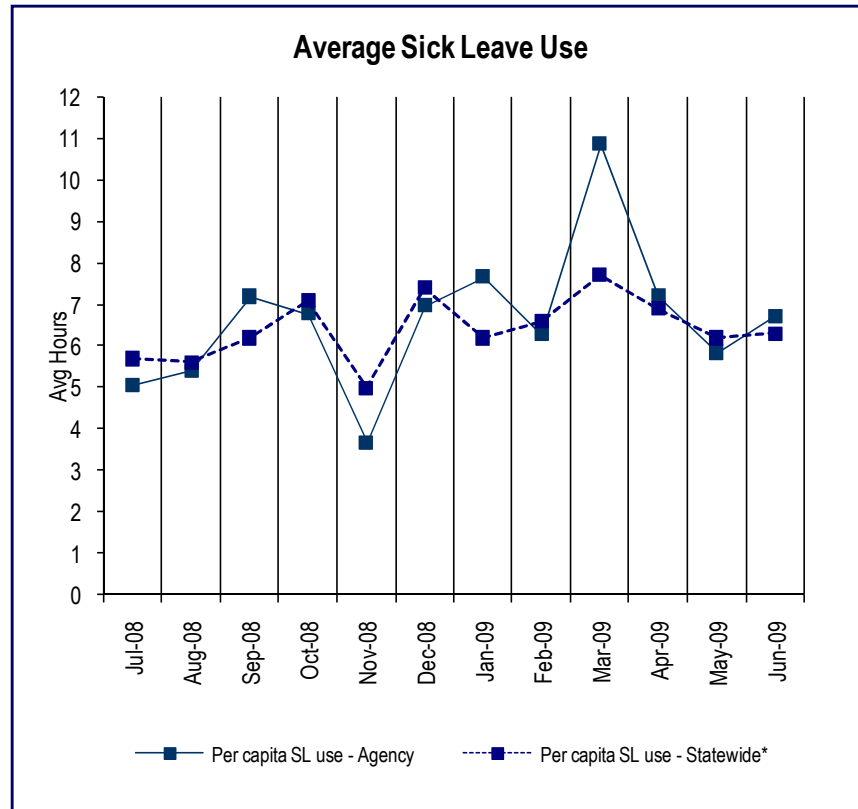
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Agency Priority: Low

Sick Leave Usage



Analysis:

- A number of employees have been out on FMLA this fiscal year.
- On average, employees who are designated FMLA are out for 36 days. There are 14 employees that have been out on FMLA for 15 days or more.
- We have 9 employees on intermittent FMLA.
- We are reviewing sick leave balance data as part of our Pandemic Flu planning. 21% of our staff have less than 40 hours of sick leave.
- As of August 2009, our agency has the highest participation rate for the Health Risk Assessment:
 - 2009 = 61.5%

Action Steps:

- Continue to monitor leave data and put corrective action plans in place where appropriate.
- Remind employees of the value of their leave benefits in the event of a Pandemic Flu via supervisors at the October 2009 Supervisor Forum.

Sick Leave Hrs Used / Sick Leave Balance (per capita)

Avg Hrs SL Used (per capita) - Agency	Avg SL Balance (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	Avg SL Balance (per capita) - Statewide*
6.6 Hrs	267.7 Hrs	6.4 Hrs	240.2 Hrs

* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: 7/1/08 through 6/30/09
Source: HRMS/BI

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

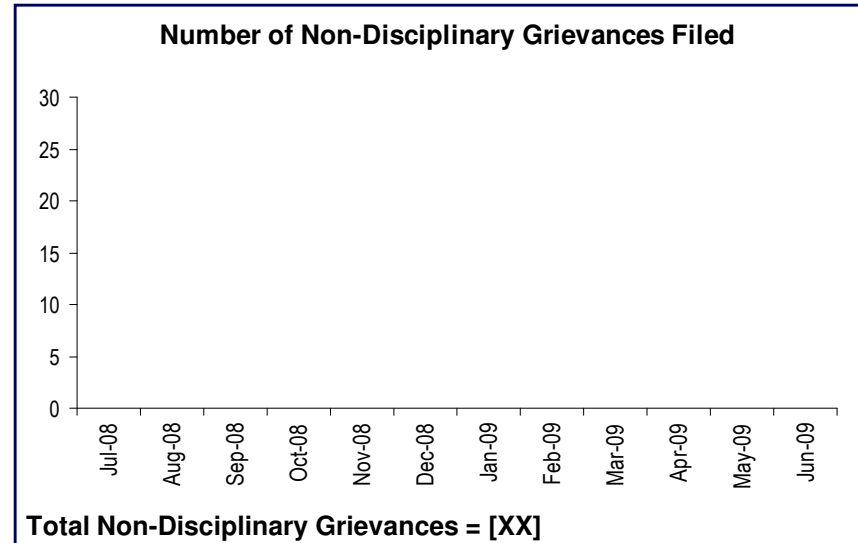
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Non-Disciplinary Grievances (represented employees)

Agency Priority: [High/Medium/Low]



* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Non-Disciplinary Grievance Disposition*

(Outcomes determined during time period listed below)

-
-
-
-

Top 5 Non-Disciplinary Grievance Types (i.e., Compensation, Overtime, Leave, etc)

Grievance Type	# Grievances
1.	
2.	
3.	
4.	
5.	

Analysis:

▪ **Not applicable. Department of Personnel does not have any represented employees.**

Action Steps:

Data Time Period: 7/1/08 through 6/30/09
Source: Department of Personnel

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: Low

Filings for DOP Director's Review

0	Job classification
0	Rule violation
0	Name removal from Layoff List
0	Exam results or name removal from applicant/candidate pool, <i>if DOP did assessment</i>
0	Remedial action

0 Total filings

Filings with Personnel Resources Board

0	Job classification
0	Other exceptions to Director Review
0	Layoff
0	Disability separation
0	Non-disciplinary separation

0 Total filings

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Data Time Period: 7/01/2008 through 6/30/2009
Source: Department of Personnel

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Competency gap analysis (TBD)

Individual Development Plans

Agency Priority: Low

Percent employees with current individual development plans = 98.6%*

*Based on 209 of 212 reported employee count
Applies to employees in permanent positions, both WMS & WGS

	Class Hours	Participants
FY 07	3259	1408
FY 08	3723	919
FY09	2350	964

Analysis:

- All employees have a training plan in place as part of their Performance and Development Plan.
- We implemented a required training tracking tool for all of our training registration representatives to use.
- We re-established a centralized training budget to cover the costs of required training.
- We were able to estimate the biennial costs based on our tracking tool.

Action Steps:

- Monitor completion of required training on an ongoing basis.
- Our requirement is to retrain every 5 years on the required courses.
- Monitor class hours and participants each FY based on the Human Resource Development Information System data.

Data as of 9/09
Source: Agency tracked data

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Current Performance Evaluations

Agency Priority: High

Percent employees with current performance evaluations = 98.6%*

*Based on 209 of 212 reported employee count
Applies to employees in permanent positions, both WMS & WGS

Analysis:

- 3 employees were on a leave of absence during part of the performance period which kept us from reaching 100%.

Action Steps:

- Interim evaluations are required, but have never been turned in to the HR office. This year an interim review will be required to be submitted.
- The Performance Management Team will review the quality of the evaluations using this interim evaluation.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Actions

Agency Priority: Low

Disciplinary Action Taken

Action Type	# of Actions
Dismissals	
Demotions	
Suspensions	
Reduction in Pay*	
Total Disciplinary Actions*	

* Reduction in Pay is not currently available as an action in HRMS/BI.

Issues Leading to Disciplinary Action

- **Not applicable this reporting cycle.**

Analysis:

Action Steps:

- None at this time.

Data Time Period : 7/01/2008 through 6/30/2009
Source: Department of Personnel

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

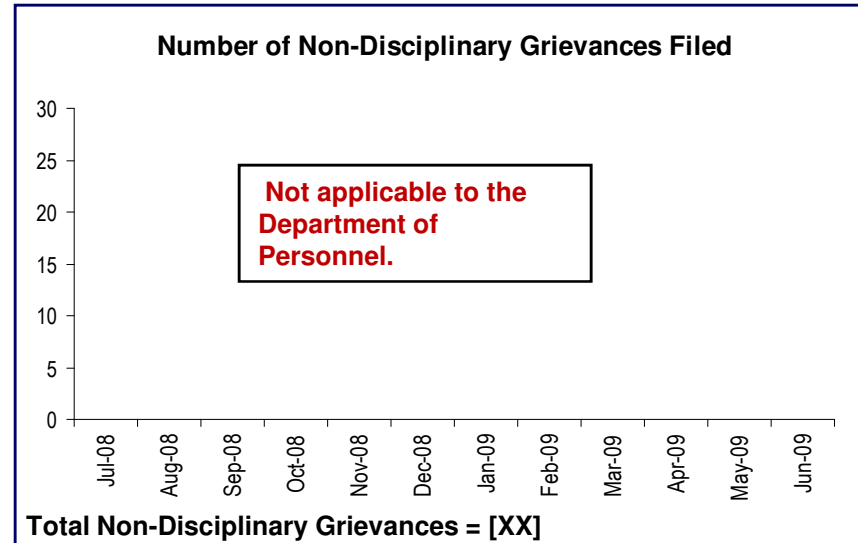
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Non-Disciplinary Grievances (represented employees)

Agency Priority: [High/Medium/Low]



* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Non-Disciplinary Grievance Disposition*

(Outcomes determined during time period listed below)

- [XXX]
- [XXX]
- [XXX]
- [XXX]
- [XXX]
- [XXX]

Top 5 Non-Disciplinary Grievance Types (i.e., Compensation, Overtime, Leave, etc)

Grievance Type	# Grievances

Analysis:

- Not applicable this reporting cycle..
- [XXX]
- [XXX]
- [XXX]

Action Steps: (What, by whom, by when)

- [XXX]
- [XXX]
- [XXX]

Data Time Period: : 7/2008 through 6/30/2009
Source: Department of Personnel

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

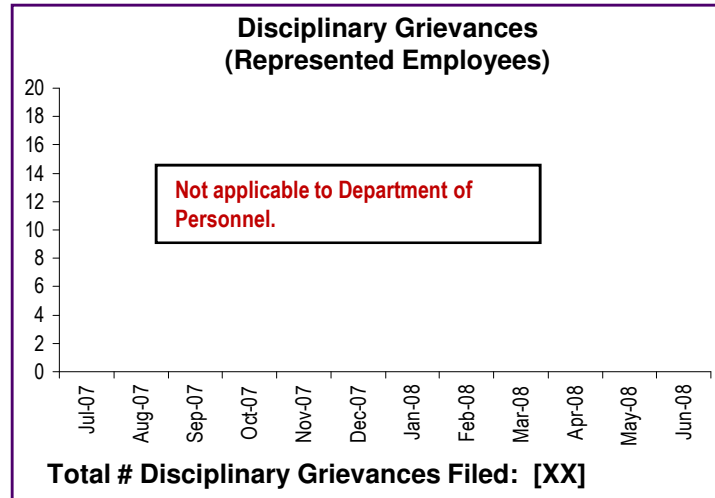
Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances and Appeals

Agency Priority: [High/Medium/Low]



Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

0 Dismissal
0 Demotion
0 Suspension
0 Reduction in salary

o Total Disciplinary Appeals Filed with PRB

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Disposition (Outcomes) of Disciplinary Grievances

■

Disposition (Outcomes) of Disciplinary Appeals*

*Outcomes issued by Personnel Resources Board

Data Time Period: : 7/2008 through 6/30/2009
Source: Department of Personnel

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rate: key occupational categories

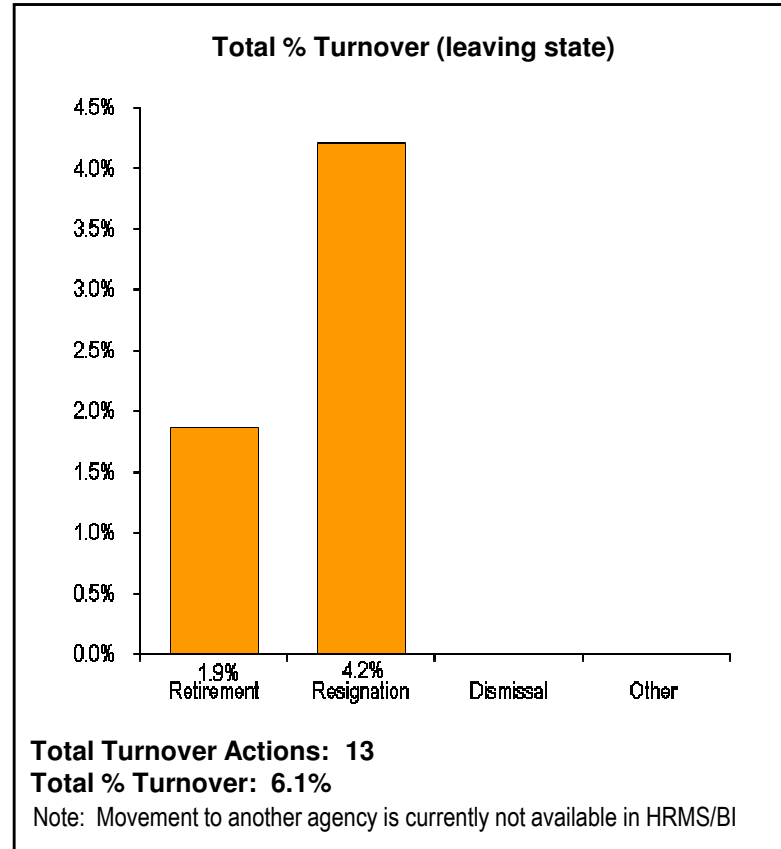
Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Turnover Rates

Agency Priority: Low



Analysis:

Director's Office

2 - Resignations

Information Services Division

3 – Resignations

2 – Retirements

Personnel Services Division

3 – Resignations

1 – Retirement

Organizational and Employee Development Services

1 – Retirement

1 – Resignation

Action Steps:

- Continue to collect exit interview data.

	FY 06	FY07	FY08	FY09
Resignation	7.9%	4.1%	3.6%	4.2%
Retirement	4.6%	2.3%	3.6%	1.9%
Dismissal	0.4%	0.0%	0.0%	0.0%
RIF/Other	0.4%	0.0%	0.0%	0.0%
Total	13.3%	6.4%	7.2%	6.1%

Data Time Period: 7/1/08 through 6/30/09
 Source: HRMS/BI

Workforce Diversity Profile

Agency Priority: Low

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

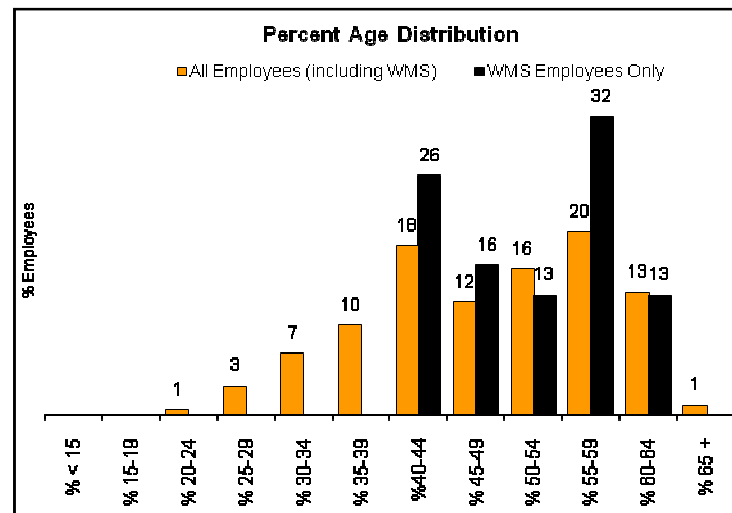
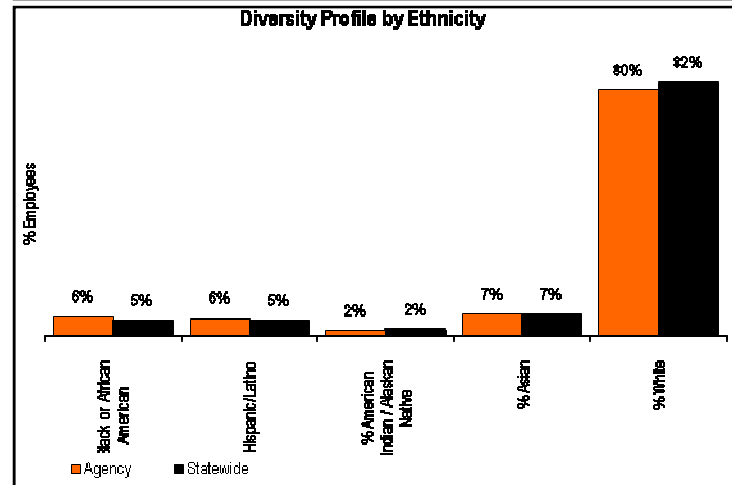
Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

	Agency	State
Female	69%	53%
Persons w/Disabilities	9%	4%
Vietnam Era Veterans	6%	6%
Veterans w/Disabilities	4%	2%
People of color	20%	18%
Persons over 40	80%	74%



Analysis:

- We continue to exceed or equal the state average. We increased our percentages in the following categories:
 - Female = +2
 - Vietnam Era Veteran's = +1
- We did not meet the goal set for the completion of the Affirmative Action Plan due to data challenges.
- The draft AA plan will be distributed to the Senior Management team for review this month (Oct 2009)

Action Steps:

- Finalize and submit the 2009 Affirmative Action Plan by 11/30/09

Data as of 9/2009
Source: HRMS/BI

Employee Survey Ratings

Agency Priority: Medium

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Question	Avg April 2006	Avg Nov 2007
1) I have the opportunity to give input on decisions affecting my work.	3.7	4.0
2) I receive the information I need to do my job effectively.	3.8	3.9
3) I know how my work contributes to the goals of my agency.	4.1	4.3
4) I know what is expected of me at work.	4.1	4.3
5) I have opportunities at work to learn and grow.	3.7	4.1
6) I have the tools and resources I need to do my job effectively.	3.7	3.9
7) My supervisor treats me with dignity and respect.	4.3	4.5
8) My supervisor gives me ongoing feedback that helps me improve my performance.	3.6	4.1
9) I receive recognition for a job well done.	3.4	4.0
10) My performance evaluation provides me with meaningful information about my performance.	3.5	4.0
11) My supervisor holds me and my co-workers accountable for performance.	4.1	4.3
12) I know how my agency measures its success.	3.4	3.8
13) My agency consistently demonstrates support for a diverse workforce.	n/a	4.4

Overall average: 3.8 4.1

Number of survey responses: 201 181

Data as of November 2007

Source: Statewide Employee Survey

Analysis:

- We continuously use the employee survey data to help us focus on areas we can improve as an organization.
- We used the results of the last survey, specifically Q12, to drive the development of our division performance measures. We now have division measures posted on the intranet that are reviewed on a quarterly basis.
- We have also developed new communication avenues, including an internal blog and a monthly Director's message that goes to all staff to keep staff informed of new developments and accomplishments.
- The Performance Management Team is helping us integrate the feedback we received from the Washington State Quality Award assessment into our organization and operational processes.

Action Steps:

- The 2009 survey is being conducted during the month of October. Results are expected back by the end of the calendar year.
- Review the employee survey results with the Senior Management Team and the Performance Management Team and develop an action plan.